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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

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AGDA (M) (14 Nov 69) FOR OT UT-693281

25 November 1969

SUBJECT: Lessons Learned, Headquarters, Eighth Field Army Support Command, ~~XXXXXXXXXXXXXXXXXXXX~~  
(u)(8)

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90 Operational rpt. for period ending 31 Jul 69.

1. Subject report is forwarded for review and evaluation in accordance with paragraph 4b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

11 29 Aug 69

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ROBERT E. LYNCH  
Colonel, AGC  
Acting The Adjutant General

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**DEPARTMENT OF THE ARMY  
HEADQUARTERS, EIGHTH FIELD ARMY SUPPORT COMMAND  
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**RASC GO**

**29 August 1969**

**SUBJECT: Operational Report - Lessons Learned, Headquarters, Eighth  
Field Army Support Command, for Period Ending 31 July 1969  
RCSCS For 65 (RI) (U)**

**THRU: Commanding General  
Eighth United States Army  
ATTN: EAGO-MH  
APO 96301**

**THRU: Commander-in-Chief  
United States Army, Pacific  
ATTN: GROD-DT  
APO 96558**

**TO: Assistant Chief of Staff for Force Development  
Department of the Army  
Washington, D.C. 20310**

**1. (C) Section 1. Operations: Significant Activities.**

**a. Command.**

*The mission of this Command is to*  
**(1) Mission. Provide combat service support to US Army forces in  
the Army Service area and to non divisional US units in I Corps (Op) area  
plus Class I and III "Thru-out" supply support, general support and  
overflow direct support maintenance to 2d and 7th Infantry Divisions and  
selected general and direct support maintenance to ROKA;**

*to*  
**(2) Provide Class V supply support to all US Army units in Korea and  
limited Class V maintenance support to ROKA;**

*to*  
**(b) Provide administrative support and service on an area basis,  
Post, Camp and Station functions;**

**(c) Exercise territorial control and area damage control in Eighth  
FASCOM areas of responsibility and coordinate rear area security with the  
Second ROK Army, and**

**FOR DT UT  
693281**

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*Continued*  
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(d) Provide rail and highway movement control for US Forces.

(2) Distinguished Visitors. A roster of distinguished visitors is furnished at Inclosure 2.

(3) Command and Staff. Commanders and key staff officers of Headquarters, Eighth Field Army Support Command and commanders of major subordinate commands are listed below:

Commanding General - BG G.P. HOLM  
Deputy Commander/Chief of Staff - COL H.E. HAMILTON  
Deputy Chief of Staff - COL P. MCCAIN  
ACofS, Personnel - COL E.H. KIPP  
ACofS, Security, Plans and Operations - COL M.C. WHITE  
ACofS, Services - LTC R. LYBARGER, ACTING  
ACofS, Supply and Maintenance - COL K. STEEN  
Adjutant General - COL C. SPITTLER  
Comptroller - MR. SNOWDEN  
Command Engineer - COL R.F. McADOO  
Staff Judge Advocate - LTC V.O. TAYLOR  
Command Surgeon - COL J.W. WHITTEN  
Information Officer - MAJ J. D. CORNELL  
Headquarters Commandant - 1LT S. MURRELY  
19th General Support Group - COL L. GUTHING  
20th General Support Group - COL R. BRANSON  
21st Direct Support Group - COL E. HARPER  
23d Direct Support Group - COL E. KOBBE  
2d Engineer Group - COL R. McADOO  
69th Transportation Battalion - LTC B.I. PERFECT  
202d Transportation Battalion - LTC A.W. YONGREN  
304th Signal Battalion - LTC M. LAFEVER  
728th Military Police Battalion - LTC F.D. TURNER  
21st Finance Section (Disbursing) - LTC R.W. AILES  
4th Finance Section (Disbursing) - MAJ T. BONILLA  
Headquarters Company Eighth FASCOM - 1LT S. MURRELY

**b. Personnel:**

**(1) Education:**

(a) During the period covered, the Education Division achieved or exceeded USARPAC and Eighth US Army GED percentage participation objectives for the 16th straight quarter. Participation rates in all priority areas were higher than the preceding quarter.

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(b) Talks given by education directors at troop information hours and GED meetings stressed the importance of high school completion or equivalency as an important educational step by career personnel, as well as those personnel who will be returning to civilian life following completion of their present tour of duty. Since more and more colleges are now accepting high school equivalency certificates as a basis for college entrance (84% of 1386 colleges surveyed permit submission of GED test scores as evidence of ability to undertake college work - Newsletter #31, Commission on Accreditation of Service Experience, May 1969), military personnel achieving high school equivalency will be able to make more effective use of their GI Bill education entitlement.

### **(2) Provost Marshal:**

(a) The Eighth FASCOM Provost Marshal's Office is participating in the Correctional Training Program initiated by Eighth US Army Confinement Facility (249th MP Det) Korea. Procedures have been established and six prisoners have been sent to the Correctional Training Facilities at Fort Riley, Kansas. The purpose of this program is to return to active duty those individuals who demonstrate a desire to rehabilitate. Individuals are chosen based upon interviews and records concerning their progress in the area of self improvement. Those individuals who demonstrate a desire to rehabilitate and who qualify under the provisions of AR 190-19 are chosen for participation in the program.

### **(b) Monitoring Corrective Action Reports concerning Crime Prevention Surveys.**

1. Beginning in May 1969, the CI Branch FASCOM Provost Marshal Office became involved in monitoring reports of corrective action taken pertaining to surveys conducted by the 2d and 7th CI Detachments. Areas surveyed are specified in EA Reg 195-3 and include such critical facilities as arms rooms, motor pools, ammunition storage areas, post exchanges, supply rooms, and mail rooms.

2. Corrective action reports concerning discrepancies noted on Crime Prevention Surveys (CPS) are required to be forwarded by the unit commander within 30 days of receipt of the CPS. In the event all discrepancies have not been corrected, corrective action reports are required every 60 days thereafter until all discrepancies are corrected. The CI Branch FASCOM PMO monitors the suspense file to assure that a first report is received within the 30 day period. If a report is not received within the 30 day period, a follow-up letter is sent to remind the responsible activity of its requirement. Follow-up action is continued until all discrepancies have been

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corrected. The Eighth Army PM is advised of all non-FASCOM units that do not comply with suspense dates.

(c) FASCOM Provost Marshal's Involvement in Exercise "High Water".

1. The FASCOM Provost Marshal Office was directed by Eighth FASCOM to coordinate the Military Police Support required for Exercise "High Water". Exercise "High Water" involved the implementation of Appendix 2 to Annex 1 of FASCOM OI concerning the evacuation of Yoi Do (K-16) and inundated areas along the Han River. The FASCOM PM was tasked to establish coordination with the 19th GSG and 20th GSG for the provision of traffic escorts and Korean Police Support.

2. Coordination was established through the FASCOM PMO for the provision of a 19th GSG traffic escort to the 76th Engineer Bn to assist the movement of a bridge boat convoy in and around the Seoul-Yongsan area. In addition four MP/KNP teams were provided to the four disaster control points (DCP) with the mission of maintaining order at the DCP sites. Escort for disaster teams to their respective DCP's was also furnished participating units.

(d) Provost Marshal statistics for the period are indicated below. Rates are per 1,000 of Eighth FASCOM military population.

Crimes Against Persons & Property

<u>April</u>	<u>May</u>	<u>June</u>
4.1	3.4	1.6

Miscellaneous Offenses

2.3	2.9	1.8
-----	-----	-----

Military Offenses

5.9	6.8	4.8
-----	-----	-----

Government Property Lost, Stolen and Recovered

	<u>April</u>	<u>May</u>	<u>June</u>
Lost/Stolen	\$26,478	\$44,815	\$52,776
Recovered	\$11,194	\$26,714	\$28,464

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### **(3) Personnel Services Division:**

(a) The 12th General Support Group NCO Open Mess has proposed a new main NCO Club to be located at Armer Circle, KMAQ Hill, Yongsan Ground, Seoul, Korea. Representatives of Associated American Engineers, Trans Asia Engineering Association and Pacific Architects and Engineers Inc. were asked by the Board of Governors to submit bids and an artist's concept of the new building at a Council Meeting held 25 October 1968. The concept of the new club was approved by Eighth FASCOM and Eighth US Army. A contract was awarded to Pacific Architects and Engineers Inc. in the amount of \$27,000.00. This sum included all designing, complete plans, surveying and soils exploration. The target date for receipt of the complete plans is 15 August 1969, at which time they will be forwarded through channels for Department of the Army approval.

### **(b) Central Post Fund Construction Projects:**

1. Installation of Air-Conditioning System in the Ascom Main Chapel at a cost of \$5,000.00 was completed 3 June 1969.

2. Extension of Library at Camp Ames was started 31 June 1969, with completion date set for 30 September 1969, at a cost of \$10,000.00.

### **(c) Safety:**

(a) Accident statistics for FY 69 were tabulated during this period. They indicate FY 69 was the best accident prevention year since activation of Eighth Field Army Support Command. Magnitude of this achievement may be measured by the reductions in accident and injury during FY 69 as compared to FY 68:

1. Vehicular accidents down 36%
2. Military injuries down 41%
3. Korean national injuries down 25%
4. Korean national property damage down 38%

(b) Total property damaged rose during FY 69 primarily attributed to the high dollar value of aircraft damage and fire losses. Upon evaluation of program elements during this reporting period, the following conclusion is considered evident: The example established by the personal leadership

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given the program by the CG, Eighth FASCOM indicated the importance of command emphasis and that safety through leadership is a factor that must be emphasized by commanders at every echelon.

### c. Operations and Civil Affairs:

(1) Helipad Survey. Eighth FASCOM was directed by CG, Eighth US Army to survey CH-47 helipad requirements within the FASCOM area by confidential message EA 82645 AV, dated 26 April 1969, subject: Requirements for CH-47 Helipads and by confidential letter, EAAV, Eighth US Army, dated 11 April 1969, subject: same as above. Eighth FASCOM directed subordinate units to survey requirements within their areas. A total of thirty-one helipad locations were surveyed. Twenty-four were found to be suitable for CH-47 use without improvement. Four were selected for improvement to CH-47 criteria. Three helipads were found to be unsuitable for CH-47 use. The helipads selected fall into three types of which one is forward area, fifteen are support area, and eight are rear area. The four scheduled for improvement are to be improved to support area requirements.

(2) 19th Aviation Company (Assault Support). An advance party of two officers and two warrant officers of the 19th Aviation Company being trained in CONUS arrived on 17 May 1969. They began planning for the main body's arrival on 24 May 1969. On that date, 211 personnel of the personnel packet for the 19th Aviation Company (CH-57) arrived at Kimpo AFB. The remaining 25 personnel arrived 25 May 1969. The arrival of the personnel presented two major problem areas: (1) The CH-47s were not scheduled to arrive until June 1969. (2) The unit had completed six weeks of the nine week Advanced Unit Training Program. EUSA LOI #5-2 was published on 13 May 1969 and gave broad guidance on training of this unit. Based on this LOI, a directive was disseminated on 22 May 1969 giving guidance for the initial training program. The program was separated into two phases: I - Before CH-47s arrived in Korea and II - Subsequent to CH-47 arrival. The Advanced Unit Training Program resumed on 2 June 1969. Prior to arrival of CH-47 aircraft, aircraft support from Eighth US Army was provided for continued aviator training. The orientation of the capabilities and limitations of the CH-47 was presented bilingually to US and ROKA Commanders. Other LOI requirements were to provide rigger training for using units and to integrate use of the CH-47 into tactical unit training. The 19th Aviation Company developed a seven hour instruction program on rigger training to be conducted at the division level for all US and ROKA units in Korea. Following this initial orientation, each unit is required to conduct further training within their own command. 1 September 1969 is the date currently set for the beginning of integration into tactical unit training.

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(3) Unit Readiness. A total of 55 Eighth FASCOM Unit Readiness reports were submitted in the 4th quarter, FY 69. Of the 55 reporting units seven achieved their assigned readiness goal as compared to only one unit in the previous quarter. Of the 55 reporting units, 19 attained their authorized personnel level. The remaining 36 units failed to meet the required readiness goal in personnel due to a low REDCON in strength, MOS or both. The command had an increase in strength posture during the period from approximately 87.2% (30 Mar 69) to 88.8% (30 Jun 69). Eighth FASCOM is currently understrength in five critical functional areas: engineer, motor maintenance, signal maintenance, aircraft repair, and supply areas. Presently Eighth FASCOM operates at 67% of authorized strength in the engineer area, 41% of authorized strength in aircraft repair area, and 68.5% of authorized strength in the supply area. Additionally, priority of assignment for Military Police personnel to selected units engaged in physical security of the special ammunition depots resulted in Companies A and B of the 728th MP Bn being understrength. Thirty-two units failed to attain the assigned readiness goal in MOS as compared to 38 units last quarter. In the senior noncommissioned officer grades E-7, E-8 and E-9, the command is operating at 75%, 70% and 74% of authorization, respectively. In the warrant officer category the command is operating at 76% of the authorization. In the commissioned officer grades O3, O4 and O5, the command is operating at 34%, 29% and 59% of authorization, respectively. When this situation is viewed along with the shortage of experienced senior NCO's, it is evident that an enormous supervisory burden is placed on commanders at all levels. Some units have been assigned MOS 11B Vietnam returnees with profiles who are currently undergoing OJT. Out of the 32 units that failed to meet their assigned MOS readiness goal, eight of these units require five or less additional MOS qualified personnel to meet their assigned readiness goal in both strength and MOS readiness goal. Twenty-five units failed to attain assigned readiness goal in both strength and MOS. During the 4th Quarter FY 69, four of the 55 reporting units failed to achieve assigned training readiness goals. One unit is currently engaged in an Advance Unit Training Program and, upon completion during the current quarter, will attain REDCON 1. Another unit, the 8th ICC, was reduced to zero strength pending deactivation. The remaining two units failed because of lack of compliance with existing training regulations and directives. One unit failed because of low training attendance and the other unit failed to accomplish required refresher training in certain mandatory subjects during the period. Analysis of the logistics portion of Unit Readiness Reports, DA Form 2715, of 55 Eighth FASCOM reporting units reveals the following significant problem areas and accomplishments for 4th Quarter FY 69. Shortage of major end items of mission essential equipment continue to

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be the most significant problem area for this command. During this reporting period 55% of all reporting units failed to attain the desired readiness goal in Equipment on Hand. Major shortages of reportable equipment continue to adversely affect the Equipment Deployability REDCONs as evidenced by failure of 69% of reporting units to attain the assigned readiness level. This high deployability failure rate is influenced greatly by the fact that although this command has a shortage of only 17 different RICC-1 LINS of vehicular equipment, within these 17 LINS there are a total of 372 individual items all of which must be categorized RED. Although PLL zero balances are no longer a direct REDCON indicator this command continues to have a critical shortage of M 715 repair parts. This command presently has 12,162 PLL lines authorized and 3,092 are at zero balance. The majority of the lines at zero balance are M 715 repair parts. A continued shortage in this area will eventually affect the Equipment Deployability REDCON. Although the overall ratings have not reached standards required by this command, there have been several significant improvements during this period. In the Equipment on Hand, 45% of reporting units attained assigned readiness level for an increase of 17% over the previous period and 24% for the FY. The Equipment Deployability profile rose to 31% for an increase of 22% for the FY. Although the 31% is not in itself significant, 22 additional units (40%) did raise their REDCONs from the last reporting period, thereby giving a total of 71% of reporting units that have attained or raised REDCON during this quarter. All units attained assigned readiness level in CMMI. A continuing program with command emphasis directed to all levels of command, is in effect to achieve the optimum level of material readiness level for this command. This includes continuing assessment and redistribution of command assets, review of supply procedures and requisition reconciliations to assure validity of outstanding requisitions, continued re-examination of equipment authorizations and material readiness reporting procedures, and emphasis on unit maintenance management practices to improve the overall readiness posture of this command.

## (4) Civil Affairs

(a) Quarterly Donation. Following is a compilation of organizational and individual support to Korean institutions and groups by the Eighth Field Army Support Command during the 4th Qtr FY 69.

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<u>ACTIVITY</u>	<u>CONTRIBUTIONS</u>	<u>OTHER CONTRIBUTIONS WITH ESTIMATED DOLLAR VALUE</u>	<u>TOTAL DOLLAR VALUE</u>
1. Public Welfare	8,811.58	2,650.09	11,461.67
2. Public Health	65.07	6,138.59	6,203.66
3. Education	1,079.11	372.37	1,451.48
4. Religion	1,427.91	1,344.27	2,772.18
<b>TOTAL</b>	<b>11,383.67</b>	<b>10,505.32</b>	<b>21,888.99</b>

(b) Community Relations Advisory Councils. During the period 1 May through 31 Jul 69, twenty-three Community Relations Advisory Council Meetings were held by Eighth FASCOM units in conjunction with Korean civil authorities.

(c) During this period two new CRACs were formed by following units:

1. The 2d Engineer Group at Kimpo AFB.
2. The 202d Transportation Battalion at Inchon.

d. Services:

(1) During the period of this report an Industrial Machinery Exhibition, sponsored by the US Department of Commerce, was held at Kyong Buk Palace, Seoul. Eighth FASCOM was tasked to provide necessary logistical and administrative support for the exhibition, to include two way port handling and inland transportation of 300 measurement tons of machinery.

(2) A Logistical Air Line of Communications (ALOC) was established on 12 May 69, to provide air lift of high priority supply items to users in I Corps and the division areas, and retrograde movement of critical repairable items to depots. Arrival in country and use of CH-47 helicopters, starting in June, has greatly increased cargo carrying capacity and range of the ALOC.

(3) On 11 Jul 69, a thorough inspection of the Arirang Taxi Concessionaire was conducted by the Transportation Division. The report of inspection indicated adequate personnel and equipment available, but found the mode of operation to be inferior.

(4) The Communication-Electronics Division assisted the 25th Trans Ctr (MC) by installing new TH-22 Teletype Sets which replaced

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TM-5 Teletype Sets at all RTOs in the network. All stations are now fully operational with the new equipment.

## e. Logistics:

(1) Microfilm Readers. During the month of May 25, Microfilm Readers were issued to Eighth FASCOM supply support activities. These readers provide information on supply management data which assist supply activities in the editing and processing of customer requisitions.

(2) Automatic Data Processing Equipment (ADPE). An intensive replacement program on ADPE has resulted in the following issue and turn-in of equipment:

<u>ADPE</u>	<u>REMARKS</u>
056 Verifier	10 ea issued
059 Verifier	2 ea new models issued
026 Card Punch Machines	19 ea turned in
029 Card Punch Machines	18 ea new models issued (to replace 026)

(3) Hand Tools. A survey of hand tools was conducted by General Supply Division, ACoS, S&M, during May and June 1969. This survey disclosed the following problem areas that exist in hand tools:

- (a) Pyramiding of requisitions.
- (b) Excessive amounts requisitioned.
- (c) Lack of unit controls over hand tools.
- (d) Lack of publications showing units the amounts authorized.

The survey was presented at the June and July Eighth Army Monthly Logistics Conference. Eighth US Army is planning to publish a regulation for better hand tool control and will also provide guidance on review and cancellation of requisitions which show evidence of pyramiding and excessive amounts requisitioned.

(4) Major Items Branch. Distribution of new items of equipment during this period was as follows:

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<u>ITEM</u>	<u>REMARKS</u>
Tractor, HD16-M	14 ea issued Closed Loop Program.
Scoop Loader, 645M	11 ea issued Closed Loop Program.
Forklift Truck, 6000 lb R/T	19 ea issued Closed Loop Program.
Asphalt Paving Machine	1 ea issued. 1 ea additional due-in early part of August.

(5) Clothing Sales Store, 19th General Support Group. A study was conducted by General Supply Division, ACoFS, S&M on renovation of the Yongsan Clothing Sales Store and submitted to the Command Engineer for review. The study was then forwarded to the 19th GSG for preparation of a complete package on the work to be accomplished. Display cases, wall cabinets, hanging garment cases and trousers racks will be requisitioned through supply channels.

(6) Hawk Missile Maintenance. A Hawk Missile Maintenance Evaluation Team was formed by USARPAC to evaluate the status of HAWK Missile Maintenance throughout the USARPAC area. At the completion of this evaluation within Korea, it was determined that approximately 80% of the on-site missiles and 50% of Depot stock missiles were non-operational. This condition was very alarming to this command. Several actions were taken to correct this situation. The most significant of these actions was that a nine man team was sent to Korea from CONUS to assist Eighth FASCOM in repairing and returning Hawk missiles to an operational condition. These personnel started working approximately 1 May 69 and departed on 27 Jul 69. During this period of time, they worked a 24 hour day, six days per week. During this period they processed a total of 424 Hawk missiles through their rebuild operation.

(7) New Equipment Training Team (NETT) for REDEYE Missile System. Personnel of the 30th Ordnance Company were given NETT training on the maintenance of the XM76 trainer for the REDEYE missile system. This system, when deployed, will replace the XM49E2 trainer presently in use in Korea.

(8) Supply Support Activities (Repair Parts)(GS). The Supply Support Activity Rear (Repair Parts)(GS)(Provisional) established on 15 December 1968 in the Ascom area was later designated as the 8th Supply Company (Repair Parts)(GS)(Provisional). Then, on 25 Jun 1969, this unit was activated as the 541st Supply Company (Repair Parts)(GS). The location and mission remain unchanged. The unit is to provide repair parts support, with the exception of medical, aircraft and missile of Class V, to all Eighth FASCOM maintenance units south of the Han River, which were previously supported by the 457th Supply Company (Repair Parts). The 457th

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Supply Company, previously located at Sihung-Ni, has relocated to Camp Kyle. The mission of this activity is to provide general supply support (Class IX less missile, aircraft and Class V) to Eighth FASCOM maintenance units in the divisions.

(9) CH-47A Helicopter. CH-47A helicopter arrived in country as a replacement for the CH-37. The CH-37s are scheduled for retrograde during August. The CH-47As are assigned to the 19th Aviation Company which has the capability for both organizational and DS maintenance.

(10) TSM-55A Calibration Set. Some delays have been encountered in the delivery of the new TSM-55A Calibration Set destined for the 516th LEM Company, which in turn will release their older TSM-55 set for use by Company A of the 55th Maintenance Battalion. The new set has the capability to calibrate all electrical test equipment; i.e., strobos, frequency meters, frequency counters, etc. The anticipated date for the delivery of this equipment is 16 August 1969. This delay means that maintenance calibration capabilities must stay at present levels for about 60 days longer than planned.

**f. Engineer:**

(1) Only one (1) reportable fire was experienced within Eighth FASCOM's geographical area. The details of the fire are listed below:

<u>FIRE</u>	<u>LOCATION</u>	<u>LOSS</u>	<u>PROBABLE CAUSE</u>
Launcher Control Shelter	C Btry, 7th MSL Bn Camp Page	\$7,815.74	Improper use of space heater

(2) The Eighth FASCOM Post Engineers had a total of 190 projects contracted with FY 69, year-end funds. The contract amount of these projects totaled \$2,491,743.00.

**g. Staff Judge Advocate:**

(1) U.S. Personnel Confined in Republic of Korea Penal Institutions. As of 31 July 1969, two American soldiers are confined in Suwon Correctional Institute, Suwon, Korea. PVT (E-2) Willie N. Page, 30th Ordnance Company (CM) (DS-GS), was visited by an Eighth Field Army Support Command Team of officers on 16 May 1969, 12 June 1969 and 11 July 1969. On 3 July 1969, PVT (E-2)

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Eugene D. Taylor, Headquarters Company, 2d Battalion, 31st Infantry, 7th Division, was confined in Suwon Correctional Institution. Although PVT (E-2) Taylor is not a member of this command, the Commanding General, Eighth Field Army Support Command, has the responsibility to insure that the prisoner's interests are properly safeguarded by virtue of a delegation of that authority on 2 October 1968 by the Commanding General, Eighth United States Army, as to all personnel confined in the Republic of Korea institutions. PVT (E-2) Taylor was also visited by said team of officers on 11 July 1969. On all visits, the treatment of both prisoners was considered to be excellent.

(2) **Mandatory Military Justice Training.** In compliance with Department of the Army Circular No. 350-84, 29 May 1969, Judge Advocate General's Corps officers assigned to the Office of the Staff Judge Advocate, Eighth Field Army Support Command, taught 26 classes on the Military Justice Act of 1968 and the Manual for Courts-Martial, United States, 1969 (Revised edition), during the period 1-24 July 1969. The classes were taught at 14 different widely separated installations.

h. **Adjutant General:** Effective 1 May 1969, the 199th Personnel Service Company was transferred from the operational control of the Adjutant General, Eighth Field Army Support Command to the operational control of the GO, Special Troops, HQ, Eighth US Army. This transfer was directed by GO 96, dated 17 April 1969, HQ, Eighth US Army. The support provided by the 199th Personnel Service Company to the Eighth FASCOM remains essentially unchanged, with the exception of minor administrative details. This headquarters is publishing a change to the Organization and Functions Manual indicating the deletion of all references to the Operational Control of the 199th PSC. HQ, Eighth US Army has published a Letter of Instruction, EAAG-PD, 28 May 1969, subject: Personnel Service Instructions and Responsibilities, which delineates the support to be provided to the Eighth FASCOM. These instructions will be recorded in the Organization and Functions Manual, Page 16.05.

i. **Comptroller: Savings Program.** During the period 1 Jun 69 thru 20 Jun 69 this command participated in the Annual Savings Bond Canvass "Share in America 69". Despite the widespread publicity given this canvass thru the media of radio, television and the extensive use of printed material, the campaign was only moderately successful. The Commanding General of the Eighth Field Army Support Command emphasized his personal support of the Savings Bond Program by a series of letters to commanders and also during Commanders Conferences.

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j. Information Office: During July this office covered the annual Chosun Ilbo baseball tournament and forwarded releases to all U.S. and Korean media as the Frontiersmen took second place in the tournament. This office was also involved in covering the arrival of the CH-47 helicopters at Inchon and their deployment to Camp Humphreys. Press queries were also coordinated by this office.

2. (C) Section 2, Lessons Learned: Commanders Observation, Evaluation, and Recommendations.

a. Personnel:

(1) Personnel Services

(a) OBSERVATION: Several Eighth FASCOM units are under the administrative supervision, for unit fund purposes, of commands other than Eighth FASCOM. Analysis of command inspection results indicates that these units fall below Eighth FASCOM standards.

(b) EVALUATION: Since I Corps Central Post Fund has not inspected these Eighth FASCOM units, and Eighth FASCOM Central Post Fund has no direct contact with these units, they tend to suffer through lack of supervision.

(c) RECOMMENDATION: Central Post Funds will set up informal inspection itineraries of units under the administrative supervision of other commands and thereby assist them in maintaining standards of the parent unit.

(2) Manpower: Korean Employee Mobilization Planning:

(a) OBSERVATION: Korean employees who are members of the reserve are subject to call-up by the ROK Ministry of Defense. In addition, non-reserve personnel are subject to compulsory labor service.

(b) EVALUATION: The ROK Ministry of Defense has agreed to defer members of the reserve from call-up if they occupy mobilization required positions. In addition, non-reserve members who occupy mobilization positions will be exempt from compulsory labor service.

(c) RECOMMENDATION: No further recommendation is deemed necessary because these provisions will be formalized at the next SOFA conference. At that time necessary forms will be completed by Korean employees for submission to appropriate ROK governmental agencies to register the deferments.

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**(3) Education: (a) Use of College Graduates in the GED Program:**

**1. OBSERVATION:** Due to the fact that more enlisted personnel are now entering the Army with college degrees, and some with teaching experience, more graduates are being assigned as education center administrative NCOs, test proctors or teachers.

**2. EVALUATION:** The use of enlisted college graduates has helped to upgrade educational services in centers where they are assigned. In addition, when they are well qualified and can be used as teachers in the on-duty preparatory high school program, there is a saving of appropriated funds which would normally be used to contract civilian teachers.

**3. RECOMMENDATION:** Since enlisted college graduates have been doing an excellent job in education center administrative positions, recommend that college graduates be screened at Replacement Centers and those whose MOSs permit be considered for assignments at Army Education Centers, especially in isolated areas.

**(b) Improvement of Staff Work and Military Writing:**

**1. OBSERVATION:** According to comments made by senior officers and commanders, there is a continuing need to improve the quality of military writing and to speed up staff action. For this reason a four hour work-shon course in "Effective Army Writing" was developed by the Education Division, AGoFS, Personnel.

**2. EVALUATION:** This course, presented to approximately 300 personnel throughout the command, included the showing of four color motion picture films on the 4-S Formula of Writing (MF 12-5317 - MF 12-5320, Parts 1 to 4). Study materials used to prepare the workbook used in conjunction with the course were adapted from sample exercises obtained from The Adjutant General, Department of the Army (Ref: DA Cir 340-2, Training in Army Effective Writing).

**3. RECOMMENDATIONS:** Since the initial response to the Effective Army Writing Course was favorable and the 4-S films are readily available throughout Army film libraries in the command, it is recommended that the course be presented annually by all commands for personnel who write, review or sign correspondence.

**(c) Transportation of University of Maryland Instructors.**

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1. OBSERVATION: Since about 70% of the enlisted personnel in the command are high school graduates, there is a definite need to offer more university level classes such as those provided by the University of Maryland. In the past, except for rare instances, these classes have been confined to the larger posts where a supply of instructors exists. During the past quarter and during the 1968-69 school year, however, classes were also held at five isolated posts in the command, Camp Long - Det 1, KMAG; Camp Howard; Camp Ames; C Btry 4/44th Arty; E Btry 4/44th Arty.

2. EVALUATION: It has been found, without exception, that the completion rates in University of Maryland classes offered at these isolated sites has been above the average for the rest of the command. Most of these classes were made possible by providing transportation for Seoul based instructors who were willing to travel to areas where there was a demand for instruction, but instructors were not available. Due to opening of express-ways, travel time, especially to the 23d DSG, has been reduced considerably.

3. RECOMMENDATION: That funds be provided for transportation and payment of LN off-duty drivers for Seoul based instructors as in the past. (Ref: Para 27, EA Reg 621-5)

### (4) Special Services:

(a) OBSERVATION: The Eighth FASCOM baseball season extended from 15 March through 15 July 1969. It promoted good sportsmanship and developed esprit-de-corp, which adds to the personal and professional growth of all military personnel. Command interest in the form of attendance at games by Brigadier General George P. Holm, Commanding General, Eighth Field Army Support Command and the four Group Commanders: COL P.L. Peterson, Commanding Officer, 19th General Support Group; COL R.E. Branson, Commanding Officer, 20th General Support Group; COL B. Harper, Commanding Officer, 21st Direct Support Group and COL E. Kobbe, Commanding Officer, 23d Direct Support Group, contributed to the success of the season.

(b) EVALUATION: The Eighth FASCOM Baseball Team won third place in regular season play, second place in the Eighth US Army Tournament and also second place in the Chosun Il-Bo Tournament. Publicity was accomplished throughout the command by posters, banners, Frontiersmen Newspaper, AFM, and the Stars and Stripes. The Chosun Il-Bo Tournament was a great success. It promoted outstanding relations between the Korean and US teams. This tournament was enjoyed by thousands of Korean fans. Never the less, attendance at games left much to be desired.

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(c) RECOMMENDATION: It is felt that more command emphasis should be placed upon encouraging attendance at Eighth FASCOM sports activities. Also, the baseball season should be extended, since July and August are fine baseball months.

(5) Safety:

(a) Program Management:

1. OBSERVATION: The keystone to any successful safety effort is the unit commander and the first line supervisor. If accidents and injuries are to be reduced, the importance of good safety program management is paramount.

2. EVALUATION: To effectively achieve further reductions, commanders at all echelons must review the entire accident prevention problem and know the problem areas of their units.

3. RECOMMENDATION: That unit commanders and unit safety personnel accurately identify their safety problem areas and initiate concentrated action utilizing all available resources.

(b) Personnel: US Military drivers.

1. OBSERVATION: In the area of motor vehicle accident prevention, US military drivers were involved in 59% of all FASCOM accidents involving injury to Korean nationals and damage to Army and non-Army property. Commanders need to convey to all driver personnel, beyond all doubt, their intention to achieve vehicular accident reduction. The more convincingly this intent is made known, the more effective will be the results.

2. EVALUATION: Percentage of accidents and injuries attributable to US military drivers is well above the percentage justified by miles driven by this driver group. It is apparent that deficiencies exist in the safety education, motivation, attitude and training of these operators.

3. RECOMMENDATION: All aspects of the driver training program - initial, seasonal, remedial - need to be kept constantly under review and maintained, properly oriented to individual unit driver deficiencies. Prompt follow-up in form of awards for excellence with proper and definitive corrective action for violators of safe driving practices will reinforce the program effort.

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### b. Logistics

#### (1) Shortage of Signal Maintenance Personnel.

(a) OBSERVATION: There is a shortage of trained signal maintenance personnel throughout the command - particularly MOS 35B, Instrument Repairman.

(b) EVALUATION: The shortage of instrument repairman is a contributing factor in the backlog condition in DSU shops. The slow return of test equipment to the using unit has a direct bearing on the operational performance of each unit.

(c) RECOMMENDATION: DSU commanders should continue to stress the importance of filling all open MOS 35B requirements. Eighth Army AG should increase their efforts to get additional 35B personnel into the command.

#### (2) Guided Missile Shipments.

(a) OBSERVATION: Frequent small shipments of guided missiles are made from Korea to CONUS. These shipments are normally less than an aircraft pallet full. The very nature of the shipment, being small and explosive, subjects it to being put aside at various Air Force Bases between Korea and its final destination in CONUS, and becoming misplaced. The guided missile staff officer personally acted as courier on the last shipment to CONUS.

(b) EVALUATION: Cargo is handled by local personnel at the Air Base whether it be classified or unclassified, and they are very unimpressed by the classification of the items being handled.

(c) RECOMMENDATION: That all shipments of less than plane load size be escorted by personnel from this command to prevent loss during shipment.

#### (3) Reporting of Unit Basic Load.

(a) OBSERVATION: The present reporting procedures for unit basic load require unnecessary operations.

(b) EVALUATION: Under the present basic load reporting procedure, the data received from the units must be converted to comply with computer requirements.

(c) RECOMMENDATION: A change in format of the unit basic load report to teletype would eliminate several time consuming steps in the final report process and thereby decrease the chance of transcriptional errors.

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### (4) Supplementary Charges for 155mm and 8 inch Projectiles.

(a) OBSERVATION: There has been a major problem of supplementary charges becoming stuck in the cavities of 155mm and 8 inch projectiles during storage. These charges have to be drilled out, liners removed, cavities resurfaced, and new liners assembled in order to return projectiles to a serviceable condition. Approximately sixty thousand projectiles have been reconditioned in the past several years.

(b) EVALUATION: The cavity liners are made of aluminum and the supplementary charges are encased in aluminum, with a very small tolerance provided between the metal surfaces after assembly. During storage cavity liners become bulged, and charges become stuck and they cannot be removed. The cause of this problem has been blamed on change in temperature, outdoor storage, cold weather, and various other reasons. At present the supplementary charges are removed from projectiles upon receipt and are repacked and stored separately. Many manhours are expended to remove these charges and to replace them when projectiles are shipped to using units. Projectiles stored without supplementary charges will continue to evidence bulged liners which have to be replaced prior to issue. The old type liner was threaded and screwed into the cavity and crimped. The new liner is press fitted into the cavity.

(c) RECOMMENDATION: Design a supplementary charge that can be adjusted by some method. Use different materials for liners and case for supplementary charges; i.e., plastic, fiber glass. Allow more space between surfaces of liner and supplementary charge. Set up a controlled test to determine exact cause of this problem to allow corrective action.

### (5) The Army Equipment Records System Within Company Size Units.

(a) OBSERVATION: It has been noted that most units inspected are failing the TAERS portion of GMMI inspections due to:

1. Inadequate training of equipment operators and clerks in TAERS.
2. Inadequate supervision of all work activities utilizing TAERS forms...it is strongly suspected that this is the main cause.

(b) EVALUATION: Since equipment is maintained in accordance with entries in TAERS Forms, and further that the accuracy of the Equipment Serviceability Profile and Material Readiness Report are directly affected by the

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degree of accuracy of TAERS Forms utilized by the unit, it is imperative that they be maintained in strict accordance with TM 38-750.

(c) RECOMMENDATIONS: It is recommended that unit commanders and NCOs carefully supervise and train all personnel dealing with TAERS Forms to assure accuracy and timeliness of entries.

(6) Quality Assurance/Quality Control (QA/QC) Course.

(a) OBSERVATION: During the Hawk Missile Maintenance Evaluation Team Inspection it was discovered that the quality of workmanship performed by DS/GS units was below an acceptable level. This team also revealed a lack of quality control and quality assurance throughout the command in reference to missile maintenance.

(b) EVALUATION: A soldering and QA/QC course was established by MICOM representatives within Korea. This school provided training to both DS/GS personnel and has improved workmanship and QA/QC to a large extent. The Ammunition/Missile Division of ACoFS, S&M also wrote, EASC Reg 702-1, and instituted a QA/QC program for Eighth FASCOM missile maintenance units.

(c) RECOMMENDATIONS:

1. That QA/QC be made a point of interest by inspectors during CMMI and AGI.

2. That the school established by MICOM be continued and that all missile technicians with assignments to a DS or GS maintenance unit be required to attend upon arrival in Korea and prior to being allowed to perform maintenance on any missile system at DS or GS level.

(7) Requisition Procedures for Aircraft Support Packages.

(a) OBSERVATION: Division DSUs and aviation units are submitting requisitions to Company B, 55th Maintenance Battalion for parts contained in the initial support package to be shipped from Ascom Depot.

(b) EVALUATION: Requisitions for parts contained in initial support packages can not be honored by Company B, 55th Maint Bn or Eighth Army Depot Command based on EA Reg 700-9 and special guidance furnished by Headquarters, Eighth US Army.

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(c) RECOMMENDATION: Major subordinate commanders will insure that division DSUs and aviation units comply with the provisions of EA Reg 700-9, 19 May 1969.

FOR THE COMMANDER:

*H. E. Hamilton*

H. E. HAMILTON

Colonel, Infantry  
Deputy Commander

1 - Incl -

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EAGO-MH (29 Aug 69) 1st Ind

SUBJECT: Operational Report-Lessons Learned, Headquarters, Eighth  
Field Army Support Command, for Period Ending 31 July 1969  
RCSCS For 65 (R1) (U)

Headquarters, Eighth United States Army, APO 96301 26 SEP 69

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,  
APO 96558

1. (U) This headquarters has reviewed subject report. The following comments supplement the report.
2. (U) Reference item concerning Korean Employee Mobilization Planning, page 14, para 2a(2). Under a plan approved 23 Aug 69, approximately 87 percent of the Korean workforce will be exempt from reserve duty and compulsory labor service conscription. This plan insures an adequate supply of trained manpower to support the mission of US forces in the event of mobilization. The registration of Korean employees under the deferment plan is underway and will be completed by Dec 69.
3. (U) Reference item concerning Use of College Graduates in the GED Program, page 15, para 2a(3)(a). Concur. Screening for college graduate replacements for education center administrative positions is presently conducted by subordinate commands when required.
4. (U) Reference item concerning Improvement of Staff Work and Military Writing, page 15, para 2a(3)(b). Concur. The advantages of the Effective Army Writing Course and the availability of the 4-S films have been discussed at Eighth Army conferences of educational directors.
5. (U) Reference item concerning Transportation of University of Maryland Instructors, page 15, para 2a(3)(c). Concur. Para 27, Eighth Army Regulation 621-5 states that: "Round trip sedan transportation will be furnished Seoul based lecturers who teach University of Maryland classes at sites beyond the Seoul area. For trips between Yongsan and other Eighth Field Army Support Command (Eighth FASCOM) installations, the transportation will be furnished by the CG, Eighth FASCOM."
6. (U) Reference item concerning Special Services, page 16, para 2a(4). Nonconcur in recommendation that baseball season be extended. Austere funding would not allow for the additional expenses required by a prolonged baseball season. In previous years when the baseball season extended through July and August, seasonal rains forced the postponement of many games. The uncertainties in scheduling resulted in a decrease of spectator interest.
7. (U) Reference item concerning Safety: Program Management, page 17, para 2a(5)(a). Concur. Eighth Army continuously analyzes accident experience with the objective of identifying problem areas. Through

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SUBJECT: Operational Report-Lessons Learned, Headquarters, Eighth  
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printed media and promotional programs, commanders and safety personnel at all levels are encouraged to constantly analyze their safety problems and initiate concentrated corrective action.

8. (U) Reference item concerning Personnel: US Military Drivers, page 17, para 2a(5)(b). Concur. Eighth Army has initiated staff reviews of the driver training program throughout the command. An additional effort to improve driver training is currently centered on utilization of education centers as a means of making this training more effective. Major commands have been required to report the number of awards presented to stimulate safe driving competition. The awards program is publicized monthly to further encourage safe driving practices. This headquarters repeatedly stresses the importance of command support for the driving safety program.

9. (C) Reference item concerning Shortage of Signal Maintenance Personnel, page 18, para 2b(1). Eighth FASCOM is authorized 14 Electronic Instrument Repairmen (MOS 35B) and 15 are presently assigned. There are five ninety-day losses and one ninety-day gain projected, which will give that command a strength of 11 at the end of December. However, Eighth FASCOM has four 35Bs on requisition for arrival in January which will bring their command to 100 percent strength.

10. (U) Reference item concerning Guided Missile Shipments, page 18, para 2b(2). Concur. Since qualified courier personnel are available at no cost (enroute to CONUS for mid-tour leave), this recommendation would insure that expensive, classified cargo arrives at the proper destination.

11. (U) Reference item concerning Reporting of Unit Basic Load, page 18, para 2b(3). A change in procedure for reporting of unit basic loads, incorporating a new form that will facilitate the final reporting process, will be promulgated in a new Eighth Army regulation soon to be published.

12. (U) Reference item concerning Supplementary Charges for 155mm and 8 Inch Projectiles, page 19, para 2b(4). This problem is aggravated when ammunition must be stored outside of approved storage magazines. The continual exposure of these projectiles to the temperature extremes encountered in outside storage is the direct cause of the problem. Some relief can be expected when storage facilities currently under construction are completed.

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13. (U) Reference item concerning the Army Equipment Records System (TAERS) Within Company Size Units, page 19, para 2b(5). Concur. Eighth Army has taken the following actions:

- a. A formal course in TAERS procedures is being conducted.
- b. Instruction in TAERS has been added to the junior officer/senior NCO maintenance course.
- c. All errors on TAERS forms forwarded to this headquarters are recorded and analyzed. These analyses are used to increase emphasis in areas where errors are most prevalent.
- d. The importance of TAERS is emphasized at every monthly G4/S4 Logistics Conference and the Commander's Quarterly Logistics Readiness Conference.
- e. TAERS is a subject of special interest for logistics team visits to subordinate units.
- f. TAERS is being considered for addition to the list of special interest subjects for the Inspector General.

14. (C) Reference item concerning Quality Assurance/Quality Control (QA/QC) Course, page 20, para 2b(6). Concur.

a. Guidance is expected from USARPAC concerning action to incorporate an inspection of missile system repair work as a part of CMMI inspections. Comments are presently being prepared by Eighth Army for submission to USARPAC concerning an authorized TOE/TDA section for QA/QC inspection in each missile support unit.

b. The QA/QC school presently being conducted at Ascom Depot is providing training for both 38th Arty Bde and Eighth FASCOM missile repair technicians. This course will continue until changes in CONUS school training are fully implemented and a determination is made that it is no longer required.

15. (U) Reference item concerning Requisition Procedures for Aircraft Support Packages, page 20, para 2b(7). Concur. Procedures for obtaining approval of PLL and special tools have been outlined for units that are

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to receive UH-1 aircraft but were not on the original request for support packages. Notification to all units that are scheduled to receive support packages from USAAVCOM has been completed and those units have been directed to submit PLL requisitions for review and approval.

**FOR THE COMMANDER:**



MICHAEL R. FOX  
CPT, AGC  
Asst AG

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GPOP-DT (29 Aug 69) 2d Ind

SUBJECT: Operational Report of HQ, Eighth Field Army Support  
Command for Period Ending 31 July 1969, RCS CSFOR-  
65 (R1)(U)

HQ, US Army, Pacific, APO San Francisco 96558 22 OCT 69

TO: Assistant Chief of Staff for Force Development, Department  
of the Army, Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:

*D. A. Tucker*  
D. A. TUCKER  
CPT, AGC  
Asst AG

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